

D'leteren

ESG strategy



August 2026



Mobility is changing. So are we.

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 - 2 ESG strategy & Progress to date
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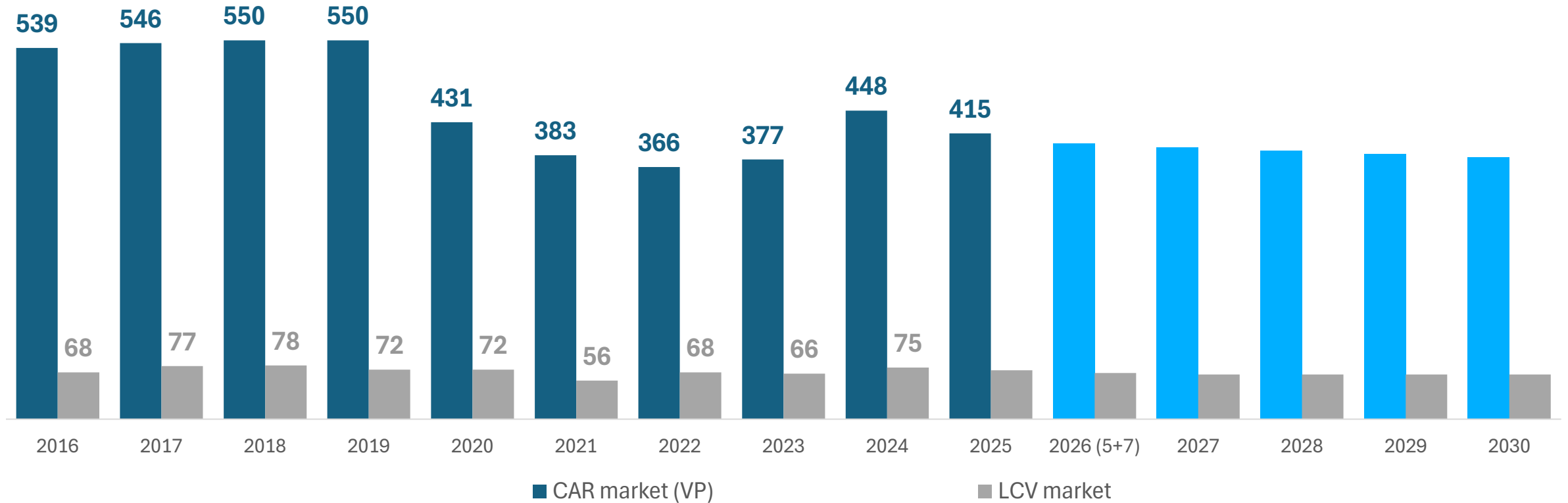
Why we need to act



Climate pressure, regulation and mobility behaviours are reshaping the sector

ENVIRONMENT	SOCIETY & REGULATION	MOBILITY BEHAVIOURS
<p>Risks</p> <ul style="list-style-type: none">• Rising energy costs• Growing pressure on natural resources• Climate disruptions affecting operations	<p>Risks</p> <ul style="list-style-type: none">• A more demanding and complex regulatory/fiscal environment• Heightened stakeholder expectations and scrutiny• Growing reputational risks	<p>Risks</p> <ul style="list-style-type: none">• Longer car ownership and fewer km driven putting new-car volumes and margins under pressure• Shifting demand for affordable and sustainable mobility solutions
<p>Opportunities</p> <ul style="list-style-type: none">• Efficiency savings• BEV acceleration• Energy and EV ecosystem value pools• Used-car, lifecycle and financing growth	<p>Opportunities</p> <ul style="list-style-type: none">• Customer differentiation through visible and concrete commitments• Talent and investor attractiveness• Greater social acceptance through transparency and supply chain traceability	<p>Opportunities</p> <ul style="list-style-type: none">• New value pools• Differentiation through a holistic mobility approach for customers

Risk exposure is already increasing across our core business



Stakeholder expectations reinforce the importance of ESG

VOLKSWAGEN GROUP

Support VW Group transformation

- Align with VW Group ESG priorities
- Accelerate EV & circularity rollout

EMPLOYEES

Engaged transition workforce

- Attract and retain talent
- Climate actions required

DEALERS

Dealers seek **clarity, support and a pragmatic approach** to ESG implementation

B2B CUSTOMERS

Win tenders

- Meet rising ESG procurement criteria
- Differentiate with credible proof

PRIVATE CUSTOMERS

Low-carbon choice

- Combine sustainability with value
- Build trust in new mobility offers

SOCIETY AT LARGE

Licence to operate and grow

- Deliver cleaner, accessible mobility
- Strengthen trust and reputation

ESG
as a
**competitive
edge**

ESG ENABLES US TO
MEET EXPECTATIONS. BUILD TRUST.
DIFFERENTIATE.

ESG Strategy & Progress to date



ESG priorities are our business priorities

One strategy. One agenda.

CLIMATE

Decarbonize mobility

- Reduce emissions through **electrification**
- Accelerate **low-carbon mobility solutions** and energy transition

RESOURCES & CIRCULARITY

Extend asset value

- Optimize materials, **repairs and reuse** across the lifecycle
- **Build customer loyalty** through durable, circular mobility solutions

PEOPLE & ECOSYSTEM

Drive trusted engagement

- **Engage employees, partners and customers** to drive the mobility transformation
- **Build trust and accountability** across our ecosystem

*D'leteren's mission: **Building a seamless and sustainable mobility for everyone***

CLIMATE

Decarbonizing
mobility

Project ZERO

Direct emissions, indirect emissions and carbon capture



A carbon footprint that makes climate a central issue

D'leteren

4.2 million tCO₂e

Total carbon footprint in 2025

**Mobility sector accounts
for 12% of Belgian
emissions**

Where does the footprint sit?

842 tCO₂e

per million of revenue generated

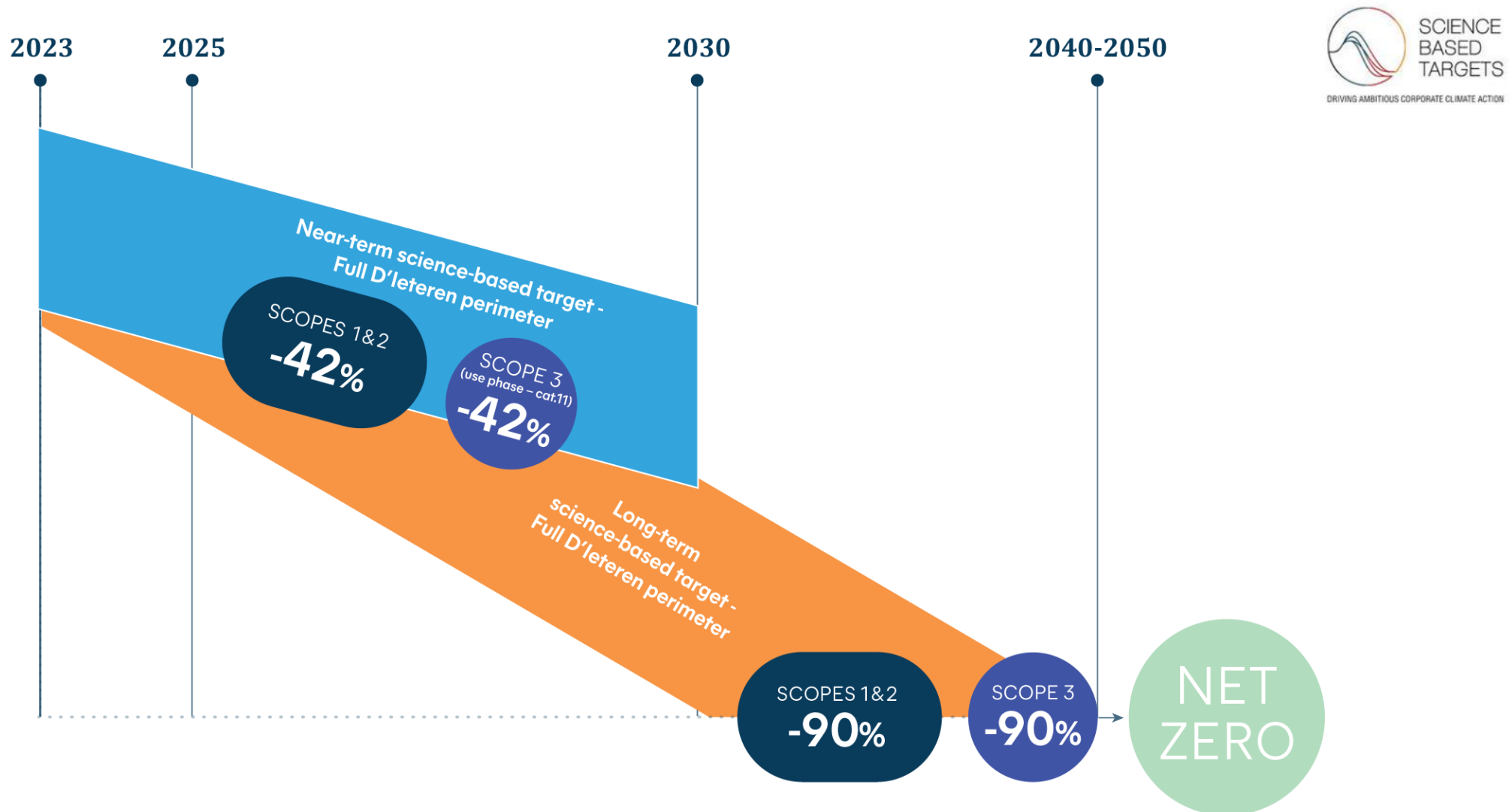
1%

**Direct emissions
(Scope 1 & 2)**

99%

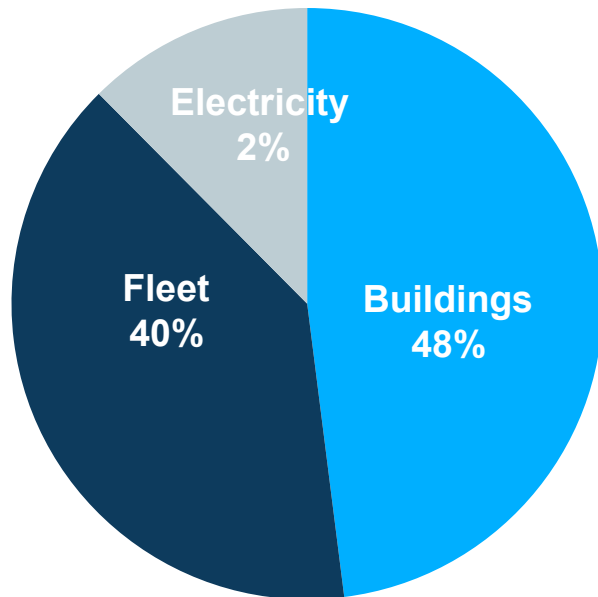
**Indirect emissions
(Scope 3)**

Project ZERO reduces direct emissions, reshapes the value chain and invests in nature-based solutions



Reducing Scope 1 & 2 emissions with operational efficiency in mind

Scope 1&2 in 2025



8.114 tCO2e

Key levers deployed to reach 2030 targets

Energy efficiency

- Reduce consumption by **25%**
- Insulation & more efficient buildings

Energy transition

- **100%** renewable electricity on sites

Fleet electrification

- **100%** BEV DIA; **≥75%** DMC
- >50% on-site charging

Bodyshop

- Decarbonizing heat-intensive bodyshop operations
- Avg. 40kg CO2 per repair

Already tangible results in 2025

- Consumption reduced by **16%**
- **-21%** emissions from buildings

- **72%** of sites with green electricity contracts

- **91%** BEV DIA; **34%** DMC

- Avg. **47kg CO2** per repair



A partnership with D'Ieteren Immo that makes ESG tangible



Assessment rating ★★★★★
Outstanding 91.8%

Flagship headquarters, certified **BREEAM Outstanding (91.8%)**, one of the highest sustainability ratings achieved for an office building in Belgium.

156 EV charging points supplied with 100% renewable electricity, making Kortenberg one of the **largest semi-public charging hubs in Belgium**



Europe's first Volkswagen Group multi-brand mobility center, featuring 3,000 m² of solar panels producing 280 Mwh per year. 78 EV charging points, heat pumps and 300,000 litres of rainwater storage

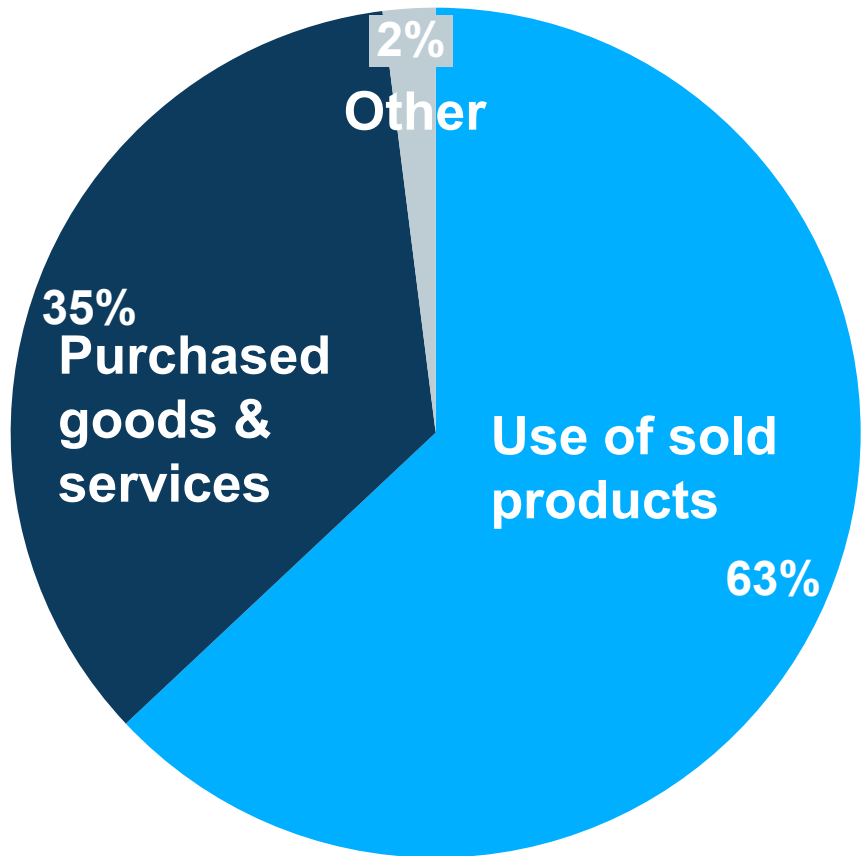


Mobilis, a Multi-Brand Mobility center, certified **BREEAM Outstanding (92.4%)**, **CO-2 Neutral** and featuring 4,500 m² of solar panels producing 430 Mwh per year. 80 EV charging points, 200,000 litres of rainwater storage

Acting on the **main driver of Scope 3 emissions**

New cars emissions* account for 90% of total carbon footprint

4.183.819 tCO₂e in 2025



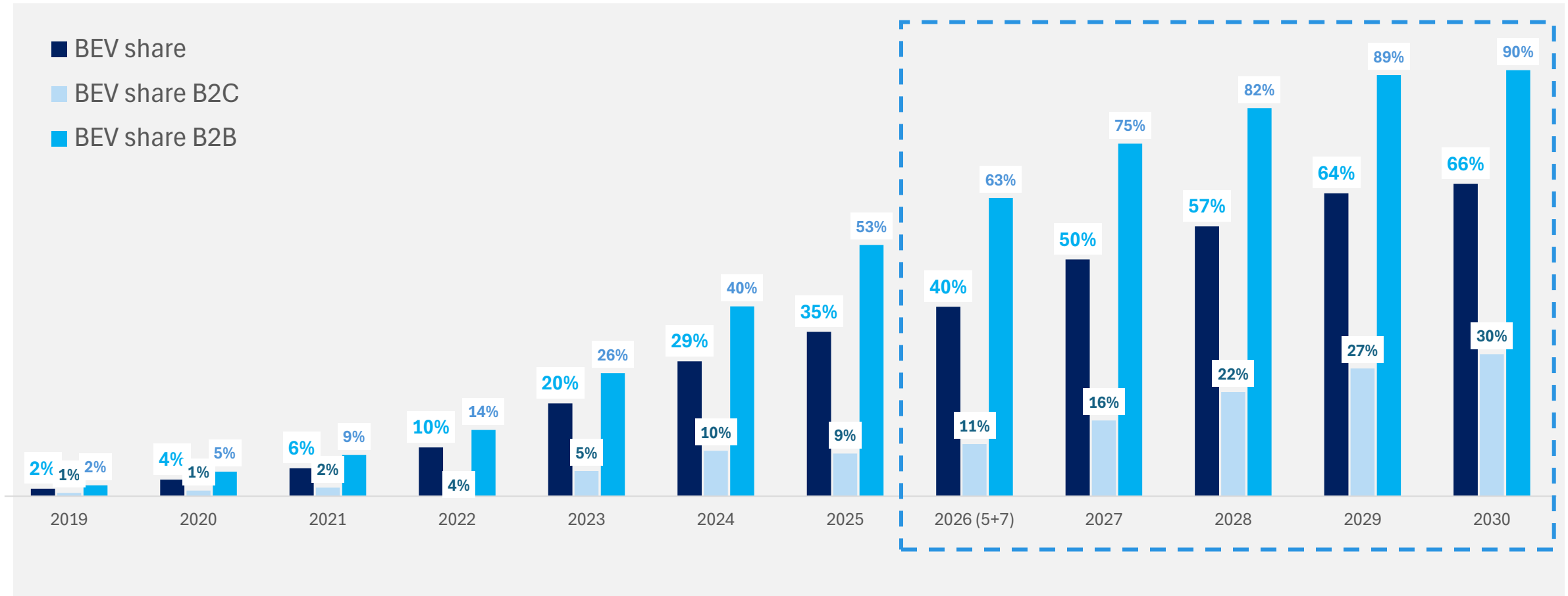
New cars emissions (tCO ₂ e)	Actual 2023	Actual 2025	Delta vs 2023
Purchased Goods & Services	1.437.593	1.392.580	-3%
Use of sold products	3.452.509	2.402.581	-30%
End-of-life of sold products	7.491	6.094	-19%
Total	4.897.593	3.801.255	-22%

What bend the curve?

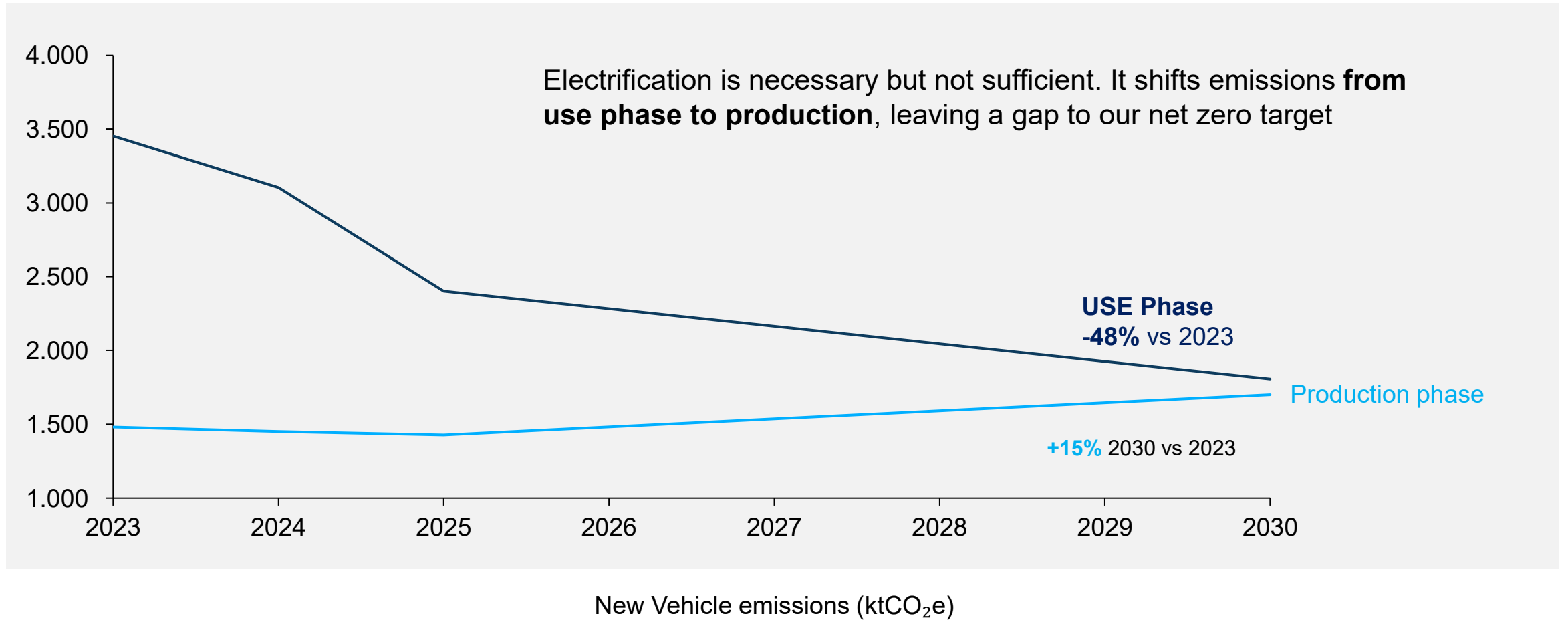
- ▶ Structural **volumes reduction** since covid19
- ▶ Scale electrification toward **60% BEV by 2030**

Electrification is the key lever to cut use phase emissions

BEV penetration is expected to increase further, driven by fiscality and broader offering (small BEV)



Electrification is a start, not the finish line



RESOURCES & CIRCULARITY

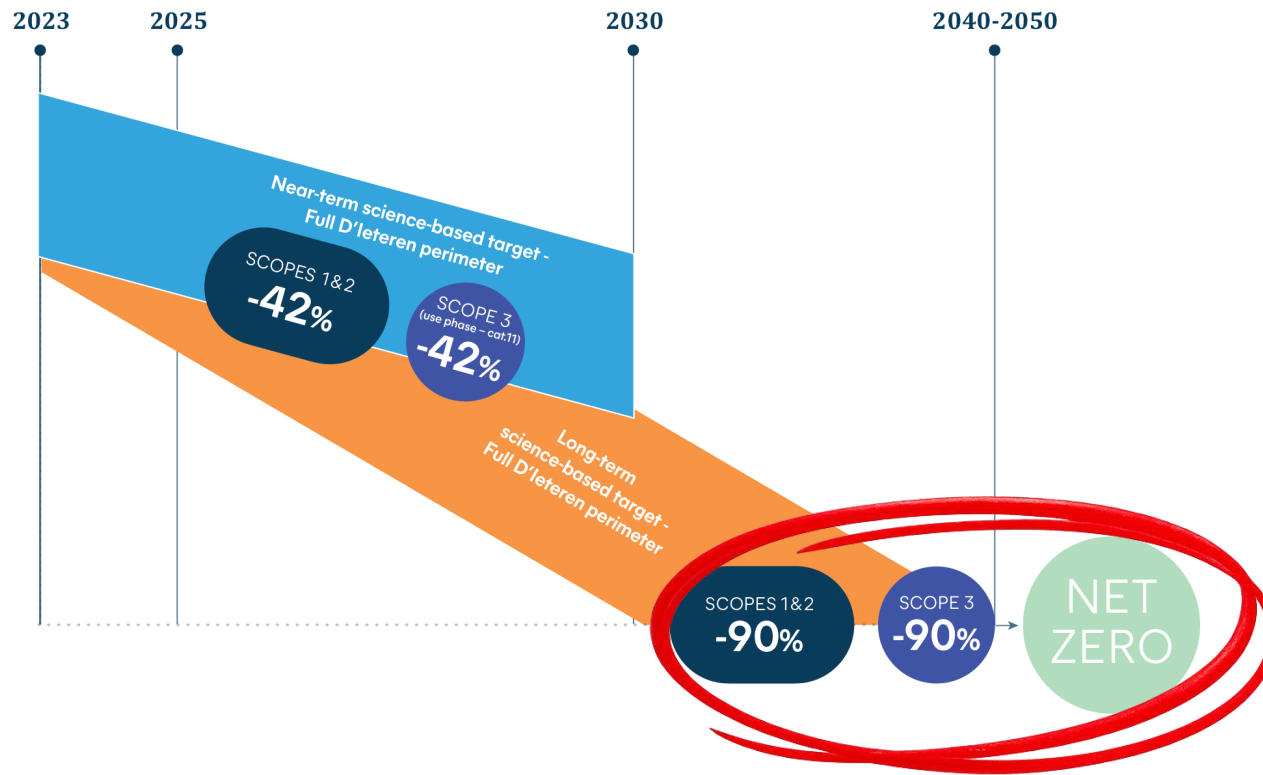
Extending
vehicle life

Circularity

Growing beyond new car sales



Our carbon footprint will still be substantial in 2030 with a long road ahead



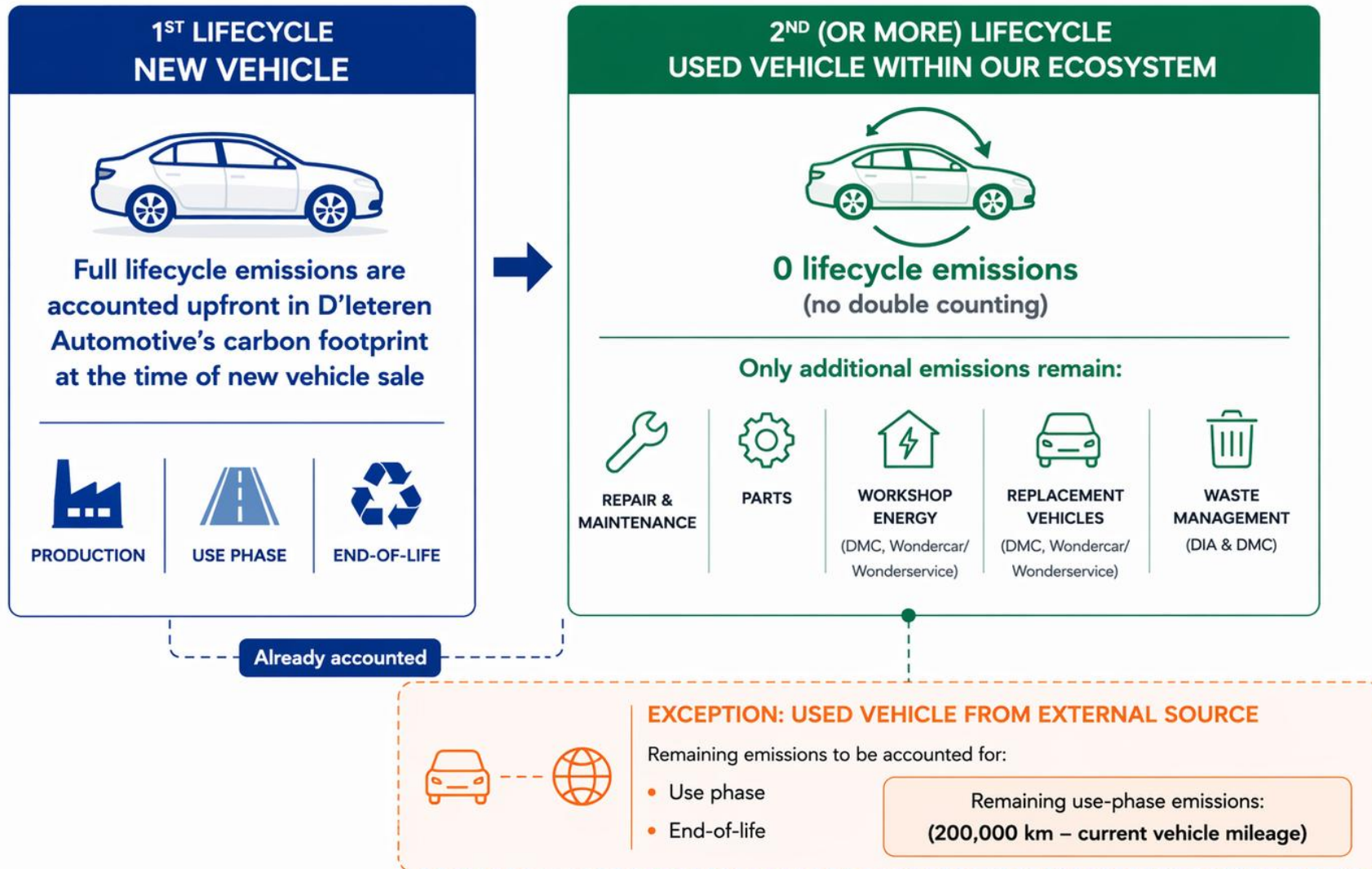
TOTAL CARBON FOOTPRINT	2023	2025	2030
MtCO ₂ e	5,5	4,2	3,9

Closing the gap requires action on three fronts:

- Keep accelerating the electrification of sales
- Secure supplier commitments to cut production emissions
- Extend the lifetime of products sold

Used vehicles have a lower carbon footprint or none when sourced within our ecosystem

Under the GHG Protocol methodology

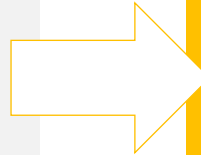


Today's D'Ieteren concentrates value at new vehicle sale; **circularity** keeps customers, vehicles and value inside the ecosystem longer

From a new-car-driven model...

Current exposure

- 1 **Strong leadership in new cars**, but D'Ieteren still heavily dependent on new vehicle sales
- 2 D'Ieteren captures only **a limited share of the large used car market**
- 3 **BEV growth will accelerate** the need for a structured used BEV market
- 4 **Aftersales revenues are under pressure** from BEV penetration, ADAS and ageing ICE car park



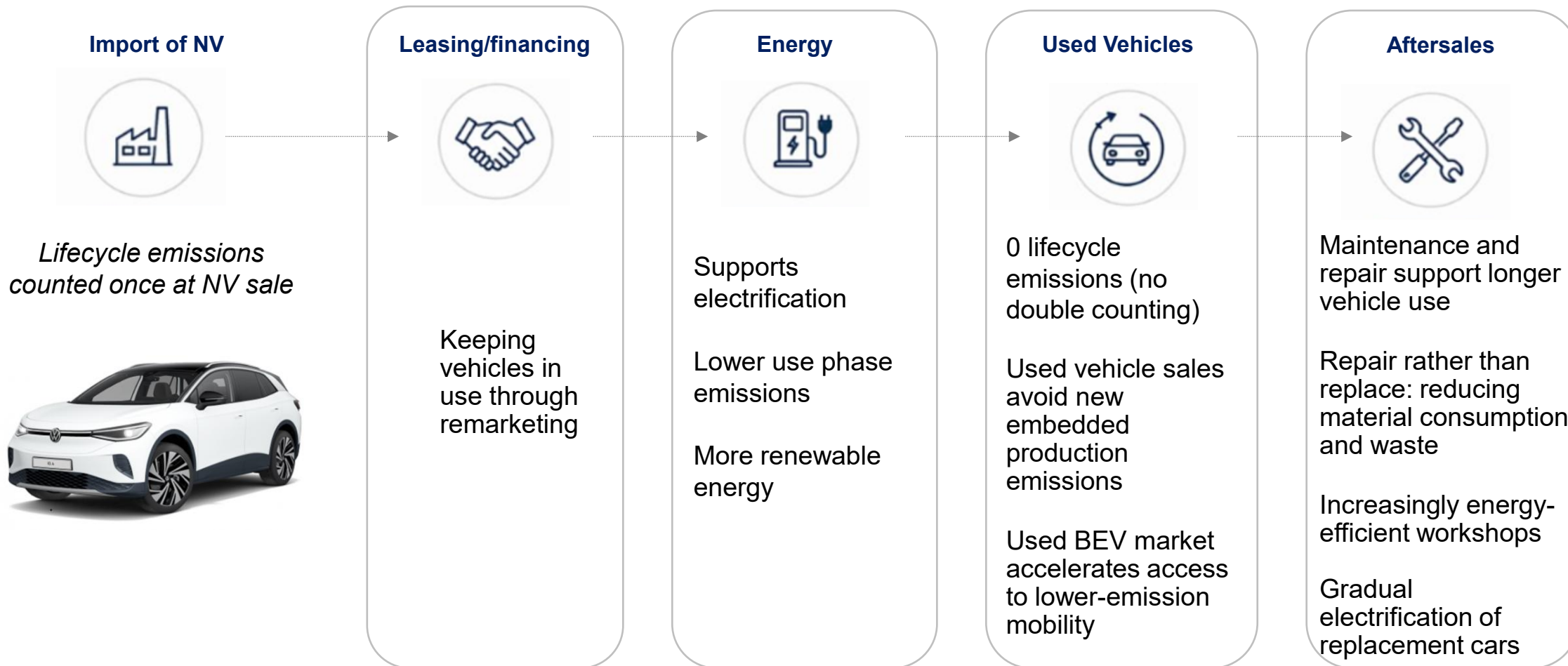
...to an ecosystem circularity model

Circularity lever

- 1 Keep vehicles and customers **in the D'Ieteren ecosystem for at least 8 years**
- 2 **Capture value across the full lifecycle**: financing, leasing, maintenance, insurance, repairs, charging, energy and resale
- 3 **Build stronger presence** in used vehicles and used BEV offers
- 4 **Use both the official network and Wonder ecosystem** to serve vehicles throughout their lifecycle

Extending vehicle lifetime **reduces overall environmental impact**

One vehicle. Multiple value streams. Lower impacts.



PEOPLE & Governance

Driving trusted **Engagement**

Empowering people and partners



Building the workforce needed for tomorrow's mobility

Workforce pillar	FY2025 indicator	Actions	2030 ambition*
Strengthening gender diversity	21,4% women in senior management	Internal trainings, succession pool	>30% women in senior management
Wellbeing & absenteeism	Global absenteeism rate: 7,1%	Prevention, mental health support and sustainable employability	<6% Global absenteeism rate
Health & Safety	Zero fatalities	Strengthen safety culture across workshops, logistics and operations	Zero fatalities and continuous reduction of workplace injuries
Learning & future skills	27 training hours per employee	Focus on electrification, digital and customer experience skills	40 training hours per employee
Employee engagement	Engagement score: 82% Participation rate: 64%	Local action plans and leadership development to engage employees	Engagement score: 80% Participation rate: >62%
Harassment & discrimination	14 cases	Actions where cases were reported; mgt awareness on psychological safety	Zero tolerance

***Full scope – including VDFIN**

Using procurement to drive supplier ESG action

100% Procurement team trained
on sustainable procurement

Suppliers must sign and **comply**
with the 2026 Supplier Code of
Conduct

All purchases must support
D'leteren's SBTi-aligned **CO₂**
reduction targets

Systematic ESG assessment
of all strategic & critical
(transactional) suppliers via
Ecovadis

Other suppliers assessed via the
updated ESG questionnaire

At least **15% ESG weighting in**
all RFPs led by Sourcing &
Procurement

ESG Steering Committee anchors decisions



Accountability & transparency are embedded in ESG process

All documents
on dieteren.be

Built to last | Reliable data's and traceable controls turn ESG reporting into an future-proof operating model

Data quality

Backbone of the process

ESG-specific Jedox model

Centralized HR & Waste dashboards

Direct access to business data

Internal controls

Clear ownership and traceability

Process description

Internal control & risk control matrix

Audit documentation

Transparent communication

Information shared across D'leteren

Monthly CO₂ reports

CO₂ forecasts and budget

Monthly ESG newsletter

**Anchored in
recognized standards**



Beyond our value chain

Building a nature-positive future with SYLVA NOVA



Carbon capture is the last mile to Net Zero

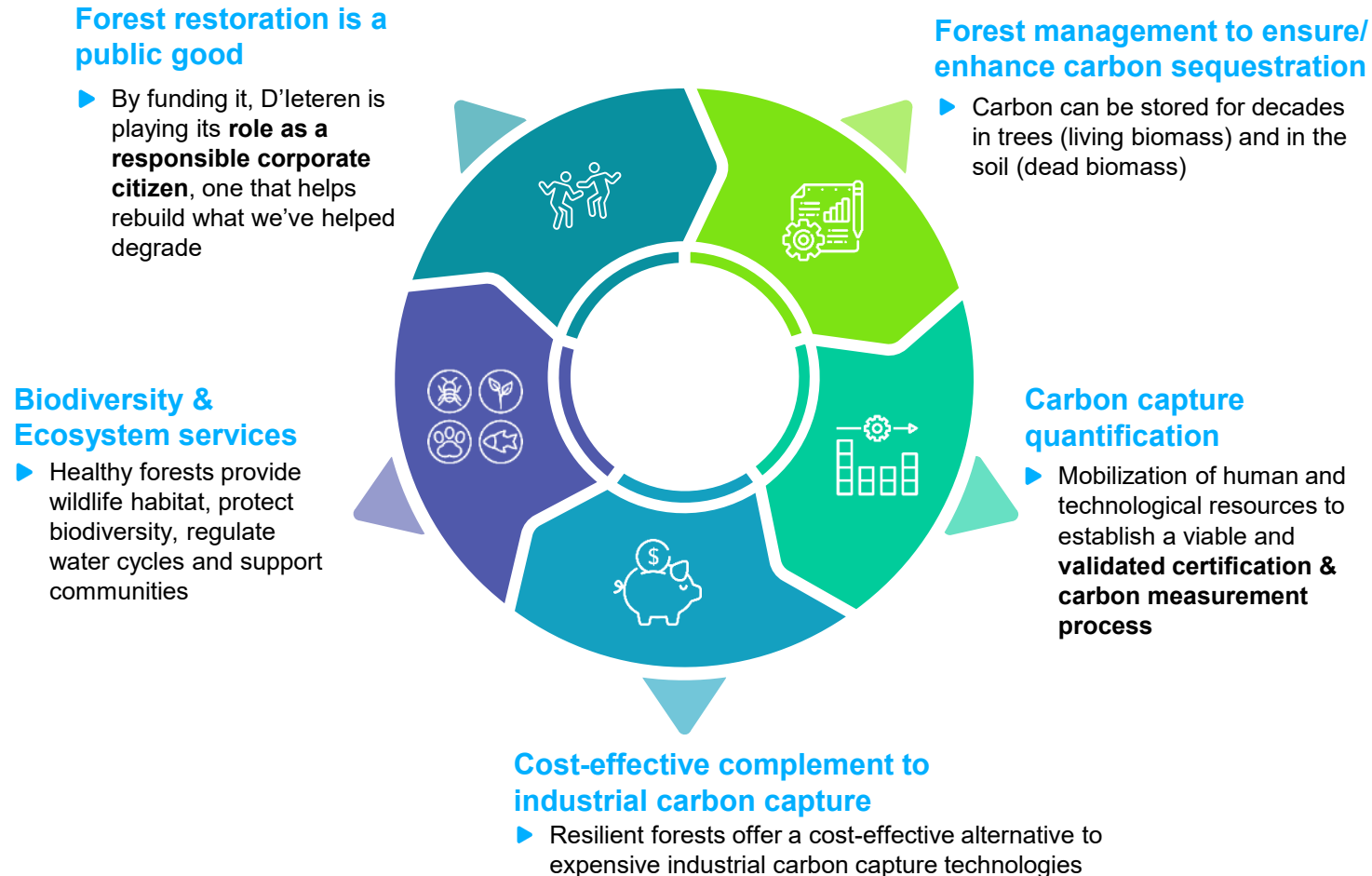


Forests are natural climate tech

They absorb CO₂ at scale, restore biodiversity and build resilience, far beyond what any man-made solution can achieve.



Investing in Sylva Nova offers a compelling forward-looking solution to D'Ieteren's carbon reduction strategy



**TECHNICAL EXPERTISE
SUPPORTING EUROPEAN FORESTS**

**sylva
nova**

30
years
of experience

3.800
ha of contract
managed forests

1.200.000
trees planted or
regenerated on
average per year

167
ha of own forest
laboratory

D'Ieteren and Sylva Nova unite to protect forests, preserve biodiversity and drive collective action for a sustainable future

3 objectives

1. Drive innovation for resilient forests
2. Build trust with certified carbon, biodiversity and social co-benefits
3. Mobilize collective corporate action for impact

A strategic committee to align strategy & science and empower stakeholders

Forest Owners

Bring on-the-ground expertise and real-world constraints

Sylva Nova

Technical partner, providing their expertise & skills

Academics & Researchers

KUL-AgroParis Tech - Gembloux
Define science-based priorities & Validate methodologies

Turn mission into credible, large-scale action for Europe's forests

Companies

Provide strategic vision & funding

It's a long-term strategic move

We want forests to be part of the solution in 10, 20, 30 years. That requires making them more resilient *today*.

Our investment with Sylva Nova lays the groundwork for that future.



ICI, VOUS ENTREZ DANS UNE ZONE DE CONSERVATION FORESTIERE

Dans ces parcelles privées de 35 hectares, ouvertes aux promeneurs, Sylva Nova
et D'leteren préparent la forêt de demain et l'adaptent aux défis de notre temps :
la lutte contre le changement climatique et la perte de biodiversité !

Merci de circuler uniquement sur les chemins, de
respecter la quiétude des lieux et le travail des sylviculteurs.

Ensemble, assurons l'avenir de la vallée de la Julienne.

Pour plus d'infos sur ce projet-pilote, consultez :
boisdelaJulienne@sylvanova.eu

Projet géré par

**sylva
nova**

avec le soutien de

D'leteren

et la collaboration de la

Visé
ville de



**Let's take the
actions the next
generations will
be proud of!**

D'leteren